Measures (metrics)	A qualitatively or quantitatively measurable characteristic of a system, system element, or system function, that is traceable to a capability or requirement. *(ORB Lexicon v1.00 28June2013).* For example, for a surveillance capability a measure would be area coverage
Mission	1. Principal component of strategic goal including roles, responsibilities, and associated tasks. 2. The: who, what, when, where, and why that must be accomplished. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefor. A duty assigned to an individual or unit; a task. The dispatching of one or more aircraft to accomplish one particular task. The commander's expression of what the unit must accomplish and for what purpose. 3. The organization's purpose described in the language of business, including who is served and what products, programs and services are provided to customers and stakeholders. (*USBP Lexicon, Version 2, September2015)*
Mission Essential Tasks (Functions)	A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its mission(s). (e.g., (b) (7)(E) [redacted] (*USBP Lexicon, Version 2, September2015)*
Most Dangerous Threat	That which would have the most detrimental operational impact to the STC components.
Most Likely Threat	That which has the highest probability of occurrence.
Objective (Desired Outcome)	1. Statement that describes milestones or actions to achieve the goal the physical object of the action taken, e.g., a definite tactical feature, the seizure and/or holding of which is essential to the commander's plan. 2. The clearly defined, decisive, and attainable aims which every operation should be directed towards the most important decisive points. 3. The specific continuous improvement activities, balanced across the perspectives that break down strategy into smaller components and make strategy actionable by involving all employees in operationalizing the organization's goals. (*USBP Lexicon, Version 2, September2015)*
Operational Environment	A composite of the conditions, circumstances, and influences that affect the employment of military forces and bear on the decisions of the unit commander. Some examples are as follows; 1) Permissive Environment - Operational environment in which host country military and law enforcement agencies have control as well as the intent and capability to assist operations that a unit intends to conduct. 2) Uncertain Environment — Operational environment in which host government forces, whether opposed to or receptive to operations that a unit intends to conduct, do not have totally effective control of the territory and population in the intended operational area. 3) Hostile Environment — Operational environment in which hostile forces have control as well as the intent and capability to effectively oppose or react to the operations a unit intends to conduct. (JP 1-02)
Operational Requirement	Statements that "identify the essential capabilities, mission needs, performance measures, and the process or series of actions to be taken in effecting the results that are desired in order to address mission area deficiencies. Qualitative and quantitative parameters that specify the desired capabilities of a system and serve as a basis for determining the operational effectiveness and suitability of a system prior to deployment. (*USBP Lexicon, Version 2, September2015)*
[redacted] (b) (7)(E)	
Predict	To anticipate and target illegal traffic actions prior to illegal activity. (*USBP Lexicon, Version 2, September2015)*
Priorities	Requirements and AoRs having precedence in planning. AoR precedence is based on vulnerability and risk level. (*USBP RMP, Version 1, June 2016)*
Resolve	To take final action, whether legal, administrative, or otherwise; includes capture data, process information, etc. (*USBP Lexicon, Version 2, September2015)*

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Respond	To deliver the appropriate capacity of law enforcement capabilities to successfully address illegal traffic. (*USBP Lexicon, Version 2, September2015)*
Risk	Potential for an unwanted outcome resulting from an incident, event, or occurrence, as determined by its likelihood and the associated consequences. (*USBP Lexicon, Version 2, September2015)*
Solution	Potential (b) (7)(E) approaches to solving, or at least mitigating, the capability gaps identified. (*USBP RMP, Version 1, June 2016)*
Surveillance	Systematic observation or monitoring of areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. (*USBP Lexicon, Version 2, September2015)*
Surveillance Capability	A collection of indicators that measures the Border Patrol's current ability to perform the mission essential tasks (METs) to (b) (7)(E) Achievement of these METs in the aggregate makes up the (b) (7)(E) This assessment informs requirements and resource allocation with the intent to help (b) (7)(E), which in turn can improve risk levels on the border. (*USBP Lexicon, Version 2, September2015)*
Tactics and TTP	Tactics — 1. The employment of units in combat. 2. The ordered arrangement and maneuver of units in relation to each other and/or to the adversary in order to use their full potentialities. — tactics, techniques, and procedures (TTP) — a. tactics — the art and science of employing available means to win battles and engagements. b. techniques — the methods used by personnel and/or commanders to perform assigned missions and functions, specifically, the method of employing equipment and personnel. c. procedures — the standard and detailed courses of action that describe how to perform a task.
Threat	1. Natural or man-made occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment and/or property; includes capabilities, intentions, and attack methods of adversaries used to exploit and circumstances or occurrences with the intent to cause harm 2. Information expressing intent to conduct illegal activity often derived from intelligence sources, the overall context, a specific event or series of events, or observation of suspicious activity. (*USBP Lexicon, Version 2, September2015)*
Track	To follow the progress or movements of an item of interest. (*USBP Lexicon, Version 2, September2015)*

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Attachment 2

CGAP PLANNERS QUICK START GUIDE

A2.1. Pre-CAE Requirements and Preparation

1. Communicate with appropriate point of contact (POC) to allocate a room with a large television or projector that accommodates the Collaborative Analysis Exercise (CAE) participants at the station or designated training facility.

2. Identify participants from the station(s), programs, etc. where the CGAP is being conducted. Communicate to station POC and command staff that assigning the "right" personnel for the CAE is essential to informing the acquisitions process.

3. Develop *Scenarios.*
   - Coordinate with Intel POCs to develop station *Scenarios.*
   - Build scenarios in (b) (7)(E)
   - Typically (b) (7)(E) Scenarios are developed.
     - May be any number, but must be able to accomplish in time allotted.
   - Typically 1 scenario for each zone; but multiple scenarios can be developed for a zone if needed.
   - Order scenarios by priority.

4. Coordinate with Sector/Station (b) (7)(E) personnel to develop (b) (7)(E) capability maps

5. Build packets for every participant with extra copies for contingencies
   - Surveys
   - Maps
   - Scenarios
   - MET definitions

6. Build a simple PowerPoint that shows each *Scenario,* in order by priority (highest to lowest).

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A2.2. CAE Facilitator Resources and Preparation

1. Review "Intro/elevator brief"
2. Review facilitator questions

CAE Scenario Development Instructions

The CAE scenarios will be developed in the [redacted] (b) (7)(E) [redacted]

Identify the Location of a Given Scenario

The location of the scenario will typically be derived from the commander's guidance. For example, CGAP could be executed to [redacted] (b) (7)(E) [redacted]

There are two primary methods of identifying scenario locations. [redacted] (b) (7)(E) [redacted]

An alternate method is [redacted] (b) (7)(E) [redacted]

Identify Terrain/Environmental Effects

The terrain and environment [redacted] (b) (7)(E) [redacted].

- The following are examples of environmental attributes: [redacted] (b) (7)(E) [redacted]
- [redacted] (b) (7)(E) [redacted]
- [redacted] (b) (7)(E) [redacted]

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Description of the (b) (7)(E)

This section of the scenario should provide a brief description of (b) (7)(E) and TTPs that are applicable to the AOR and (b) (7)(E) capability(s) being assessed. The description should include (b) (7)(E)

The following are examples of (b) (7)(E) attributes:

- (b) (7)(E)

(b) (7)(E) Course of Action (COA)

For the purpose of CGAP, the (b) (7)(E) course of action must be constructed (b) (7)(E)

.

(b) (7)(E)

This stage of the scenario should describe (b) (7)(E) in the scenario will take to (b) (7)(E) The description should be brief and concise.

The following is a description of (b) (7)(E)

- (b) (7)(E)

(b) (7)(E)

This stage of the scenario should describe the actions the (b) (7)(E) takes (b) (7)(E) For example:

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- (b) (7)(E)
-
-

(b) (7)(E)

This stage of the scenario should describe how the(b) (7)(E) (b) (7)(E) For example:

- (b) (7)(E)
-
-

(b) (7)(E)

(b) (7)(E)

Resolution

(b) (7)(E) . This includes all aspects (b) (7)(E)

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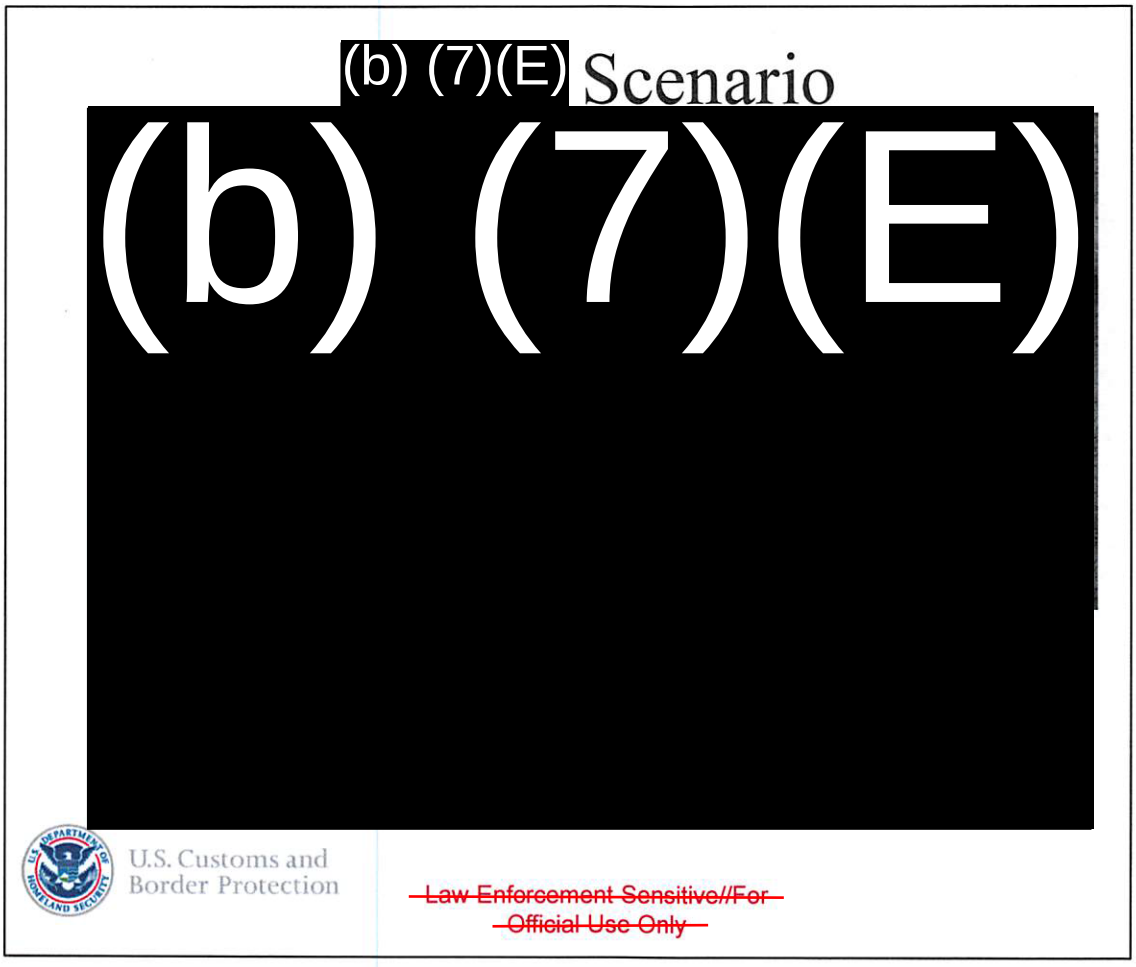
CAE Scenario Summary

The scenario summaries are typically done in PowerPoint and are part of the presentation given to CAE participants. It is helpful to have the summary scenario displayed on the screen during CAE discussions.



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CAE Survey Templates

Instructions

1. Surveys must be executed for each scenario
2. Enter scenario # and zone # in header (one set of survey sheets per scenario)
3. Present scenario track (i.e. show and describe the threat (b) (7)(E)
4. Instruct CAE participants to fill out survey questions

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Mission Essential Task Definitions

- (b) (7)(E) (b) (7)(E)
- (b) (7)(E) (b) (7)(E).
- (b) (7)(E) (b) (7)(E).
- (b) (7)(E) (b) (7)(E)
- (b) (7)(E) (b) (7)(E)
- (b) (7)(E) (b) (7)(E).

(b) (7)(E) (b) (7)(E)

For the scenario presented, rate the *likelihood of success* for each of the mission essential tasks. A comment box is provided to expand upon for your response.

Statement	MET Success Rating	COMMENTS/SOLUTIONS
Rate the likelihood of success for (b) (7)(E) in this scenario	(b) (7)(E)	
Rate the likelihood of success for (b) (7)(E) in this scenario		

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Rate the likelihood of success for (b) (7)(E) activity in this scenario	(b) (7)(E)
Rate the likelihood of success for (b) (7)(E) in this scenario	
Rate the likelihood of success for (b) (7)(E) in this scenario	
Rate the likelihood of success for (b) (7)(E) in this scenario	
Rate the likelihood of success for (b) (7)(E) in this scenario	

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For this scenario, identify on average [redacted]

Statement	Response	Comment/Solutions
On average, [redacted]	[redacted]	
For this scenario, [redacted]		
On average, [redacted]		

[redacted] With this definition in mind, for this scenario, identify [redacted].

Statement	Response	Comment/Solutions
For this scenario, [redacted]		
On average, [redacted]	[redacted]	

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Comment Capture

Comment #	Scenario #	COMMENT
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
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18		
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23		

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CGAP Introduction and Talking Points

Why are we here?

The Border Patrol needs a strong process to justify and explain why we need certain capabilities. The border has many different environments; not everything works everywhere. We need to make sure we get the right capabilities to the right location.

The Capability Gap analysis process (CGAP) is a process that was developed by the USBP and Johns Hopkins University Applied Physics Laboratory. We have a contract with them to continue to help us with this process.

CGAP is the first step in the USBP requirements process. CGAP identifies and characterizes problems and is designed to be bottom up instead of top down. It means that HQ realized it needs to talk to agents in the field in order to find out the "ground truth" or what is really going on in order to make good investment decisions.

With additional planning, requirements are developed to mitigate gaps. The gaps and requirements are used to inform and justify capability deployments.

HQ is looking at problems in different time frames:

- Tier 1/Short term (b) (7)(E)): If the gap is severe enough, what can we do right now to stop the bleeding?
- Tier 2/Mid-term (b) (7)(E): What is available that comes closest to meeting the requirements?
- Tier 3/Long-term (b) (7)(E) years): How can we fix this problem in the long term?
    - Research and development: Is there an unsolvable problem? If so, we need to push our problems to industry and capability developers like DHS Science and Technology to find solutions

The Big Picture

What you're doing is critically important. Your information may drive a multi-million dollar investment that will be around for a decade or more.

When a capability is deployed, we'll be able trace that investment decision all the way back to this process.

In the past, big dollar investments have been based on as little as an email, phone call, or issue paper.

In the future, these investments will be based almost exclusively on what the field (you) have to say.

What are we going to do today?

We are going to use scenarios to assess how we and the bad guys operate and the capabilities each side has to execute their respective missions.

We assess ourselves by evaluating our mission essential tasks. Mission essential tasks are the things you must do to accomplish the mission:

- (b) (7)(E)

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(b) (7)(E)

We also assess communications because you need to be able to communicate with each other to get the job done.

Each scenario is broken into 5 stages:

- (b) (7)(E)
-
-
-
-

We will discuss each stage of each scenario to get your input on how we and t(b) (7)(E)

After each scenario, you'll fill out survey sheets assessing the mission essential tasks, (b) (7)(E) . There is a comment section in each survey, USE IT!

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CAE Questions Template

Questions should be developed for each stage of the scenario. While many of the questions below are likely applicable, planners may have add/delete certain questions depending upon the scenario and location.

(b) (7)(E)	(b) (7)(E)
Main Questions	(b) (7)(E)
(b) (7)(E)	
(b) (7)(E)	
(b) (7)(E)	

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(b) (7)(E)

Main Questions

(b) (7)(E)

(b) (7)(E)

(b) (7)(E)

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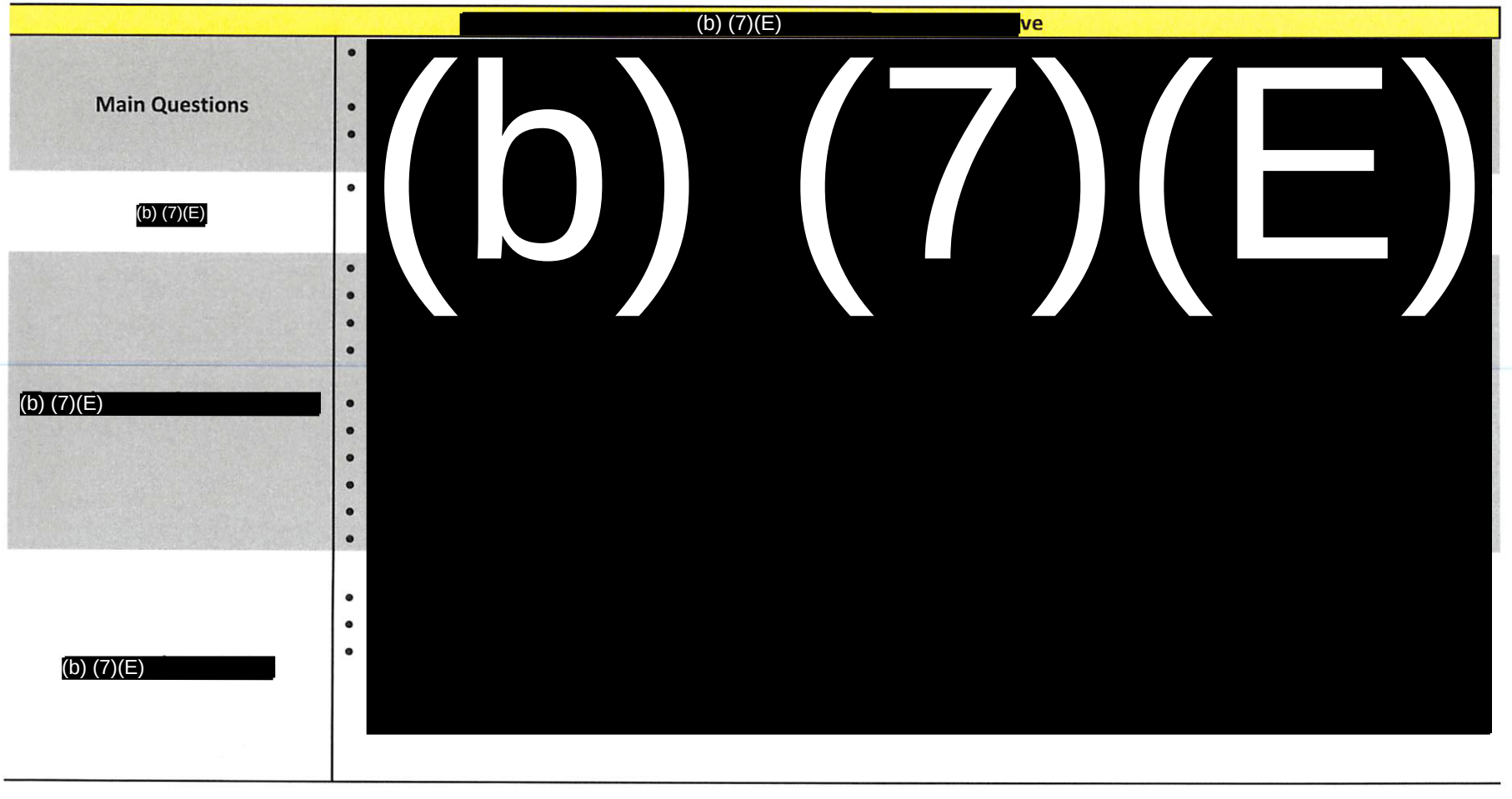

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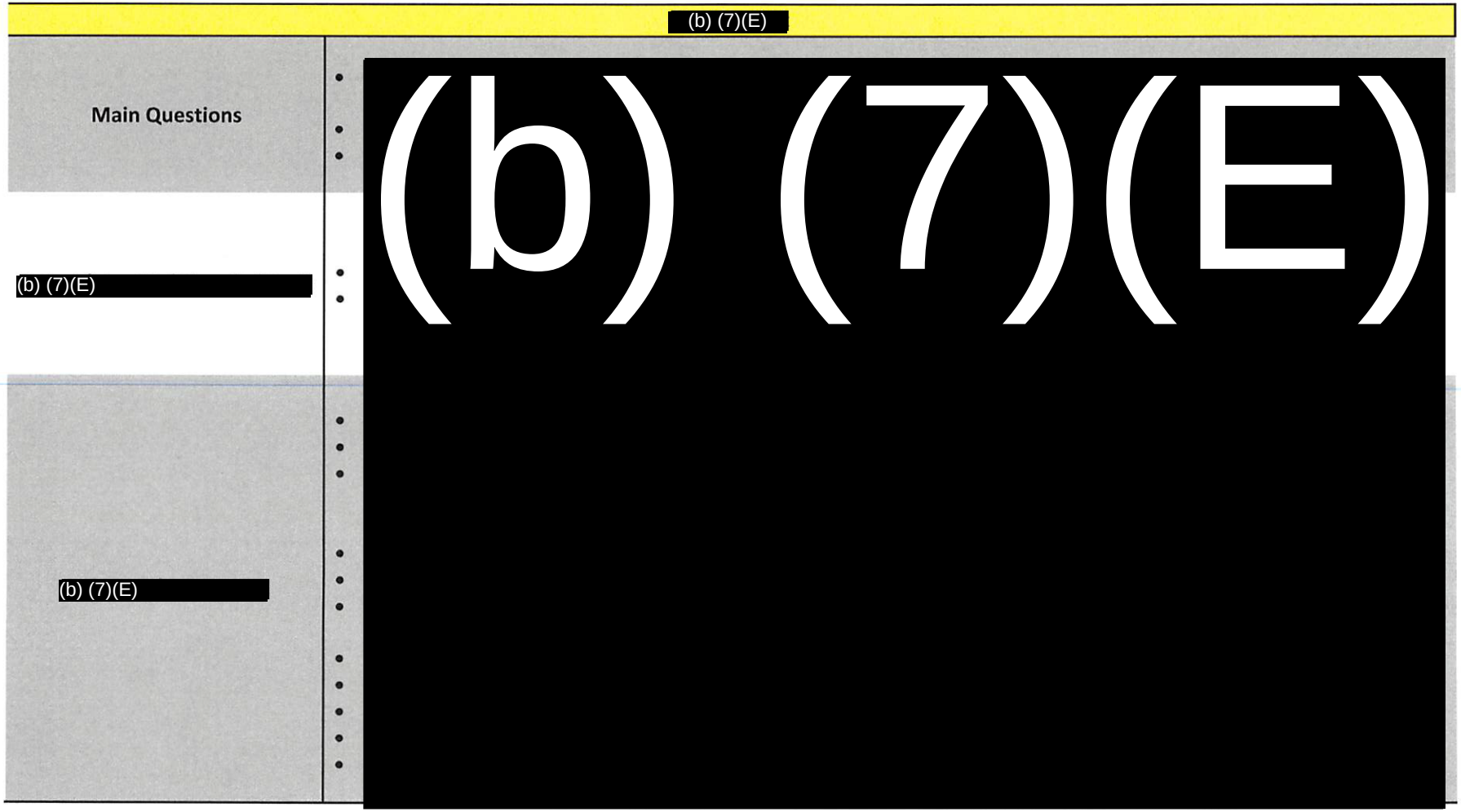

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Attachment 3

Training CONOP

ORMD personnel will deploy to a sector for 5 full business days to conduct CGAP training. Generally, ORMD will arrive in the AOR on a Sunday and Depart on a Saturday in order to provide the 5 days of training (Monday – Friday).

The CGAP training consists of executing a CGAP assessment at a pre-selected station. ORMD and sector CGAP personnel will conduct the assessment and analysis jointly.

The training consists of working out of a Sector Headquarters (4 days; M, W, TR, F) and executing a CGAP assessment at a selected station (1 day, TUE). Training is "hands-on;" participants will rotate through every aspect of the process following instructor demonstration.

Typical Training Schedule:

1. Monday (0800-1600):
    a. Sector leadership brief.
    b. Orientation.
    c. Process review.
    d. Scenario review.
2. Tuesday (0800-1600):
    a. Collaborative Analysis Exercise (CAE) at sector identified station
3. Wednesday (0800-1600):
    a. Joint analysis/training.
4. Thursday (0800-1600):
    a. Joint analysis/training.
    b. CORE Card production.
5. Friday (0800-1600):
    a. Capability Gap Analysis Report (CGAR) productions.
    b. Strategies for future scenario development.
    c. Process/Materials review.
    d. After Action Review/Participant feedback.

Critical Tasks

1. **Identify and designate a team of personnel to be trained in CGAP execution.**
    a. It is recommended the identified CGAP Planning team:
        i. Be comprised of 4-8 people.
        ii. Have prior planning, ORBB, or other similar experience.
        iii. Have prior experience leading interdisciplinary workgroups.

iv. Selected agents may be of any rank; however it is recommended that a portion of the agents be SBPA or above and include station and sector personnel.

b. Identify and reserve an appropriate workspace/training room with large screen or projector capabilities for the CGAP Trainers and CGAP Planners for the week.
   i. Workspace is typically located at Sector HQ, but may be at any location with adequate resources to base CGAP workgroup for the week.

2. **Coordinate with Sector Command Staff:**
   a. Designate a priority station to run through the CGAP process
   b. Arrange a CGAP briefing with senior sector staff, to include the CPA and DCPA if their schedule permits.
      i. The intent of this briefing is to provide sectors an understanding of what CGAP is, why it is being executed, what will be done with the results.
      ii. The briefing can be formal or informal, or in any format leadership desires.
      iii. The briefing will typically take no more than 30-60 minutes, depending upon questions from leadership.

3. **Coordinate with the station identified for CGAP execution CAE (** (b) (7)(E)
   a. Request agents for a station level workgroup comprised of 8-10 agents (in addition to the Sector CGAP Planners).
      i. Communicate to station POC and command staff that assigning personnel for the CAE is essential to informing the acquisitions process.
      ii. Workgroup should consist of agents with varying experience, specialty units, and SBPA and/or SOS with tactical knowledge and experience of station AOR, adversary TTPs, and station operations.

   b. Communicate with station point of contact (POC) to allocate a room with a large television or projector that accommodates the CAE participants at the station or designated training facility (workspace must be able to accommodate CGAP Planners and agents participating in the workgroup).

   c. Coordinate with station POCs to complete the *481 Input* tab into *Data Analysis Excel Spreadsheet* (provided by OBP POC).

   d. Coordinate with station POCs to develop station *Scenarios.*
      i. Coordinate with station Intel and/or Ops POC to develop station *Scenarios.*
      ii. Use *Scenario Template* provided.
      iii. Scenarios are developed based on adversary most likely courses of action.
      iv. Typically 4-6 Scenarios are developed.
      v. May be any number, but must be able to fit all the scenarios in one day CAE.
      vi. Typically 1 scenario for each zone; but multiple scenarios can be developed for a zone if needed.

vii. Order scenarios by station priority.

e. Sector CGAP Planners must produce packets for every participant with extra copies for contingencies
    i. Each packet should include participant survey sheets for each zone and a copy each scenario.

f. Sector CGAP Planners must build a simple PowerPoint that shows each *Scenario,* in order by priority (highest to lowest).

g. If appropriate, provide maps with friendly force laydown.
    i. Friendly Force maps may include technology view sheds, roads, tactical infrastructure, locations of Check Points and other facilities, mobile technology (MSS/MSC), or any other friendly force assets and deployments critical to operations.

Attachment 4

(b) (7)(E) GUIDE

U.S. Customs and Border Protection

USBP Capability Gap & Requirements (b) (7)(E) User's Guide

Version D.2

October 2016

DRAFT

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This table summarizes the changes made in each version of this document.

Version	Date	Description
D.1	03/10/16	(b) (7)(E) User's Guide Draft Document
D.2	10/14/2016	(b) (7)(E) User's Guide 2nd Draft Document

BW FOIA CBP 003305

Table of Contents

List of Figures lxii

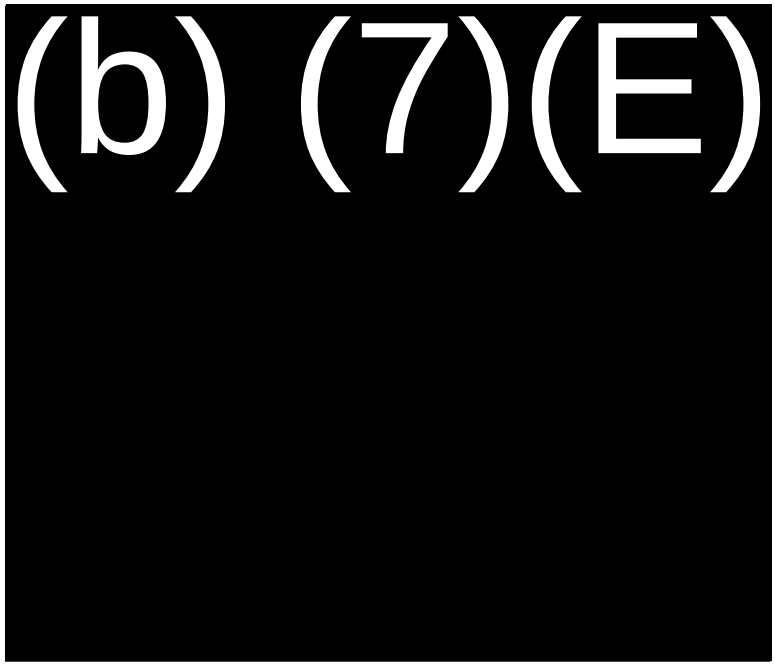
1. Introduction 64

1.1 Points of Contact 64

(b) (7)(E)

4. Where To Begin83

(b) (7)(E)



4.12 Documentation 90

4.12.1 User's Guide 90

4.12.2 Administrator's Guide 90

4.13 Contact 90

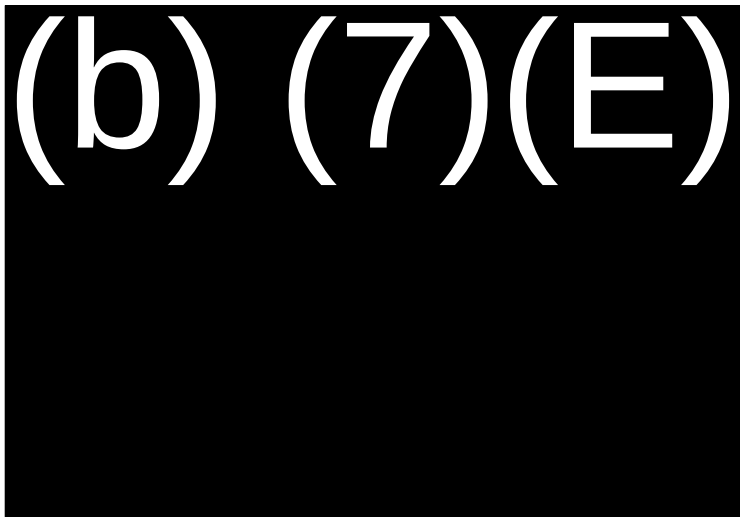
5. Questions 91

BW FOIA CBP 003307

List of Figures

(b) (7)(E)

BW FOIA CBP 003308



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1. Introduction

The (b) (7)(E)

1.1 Points of Contact

The government points of contact as of this version of the User's Guide are:

- Primary: (b)(6);(b)(7)(C)
- Alternate (b)(6);(b)(7)(C)

(b) (7)(E)

(b) (7)(E)

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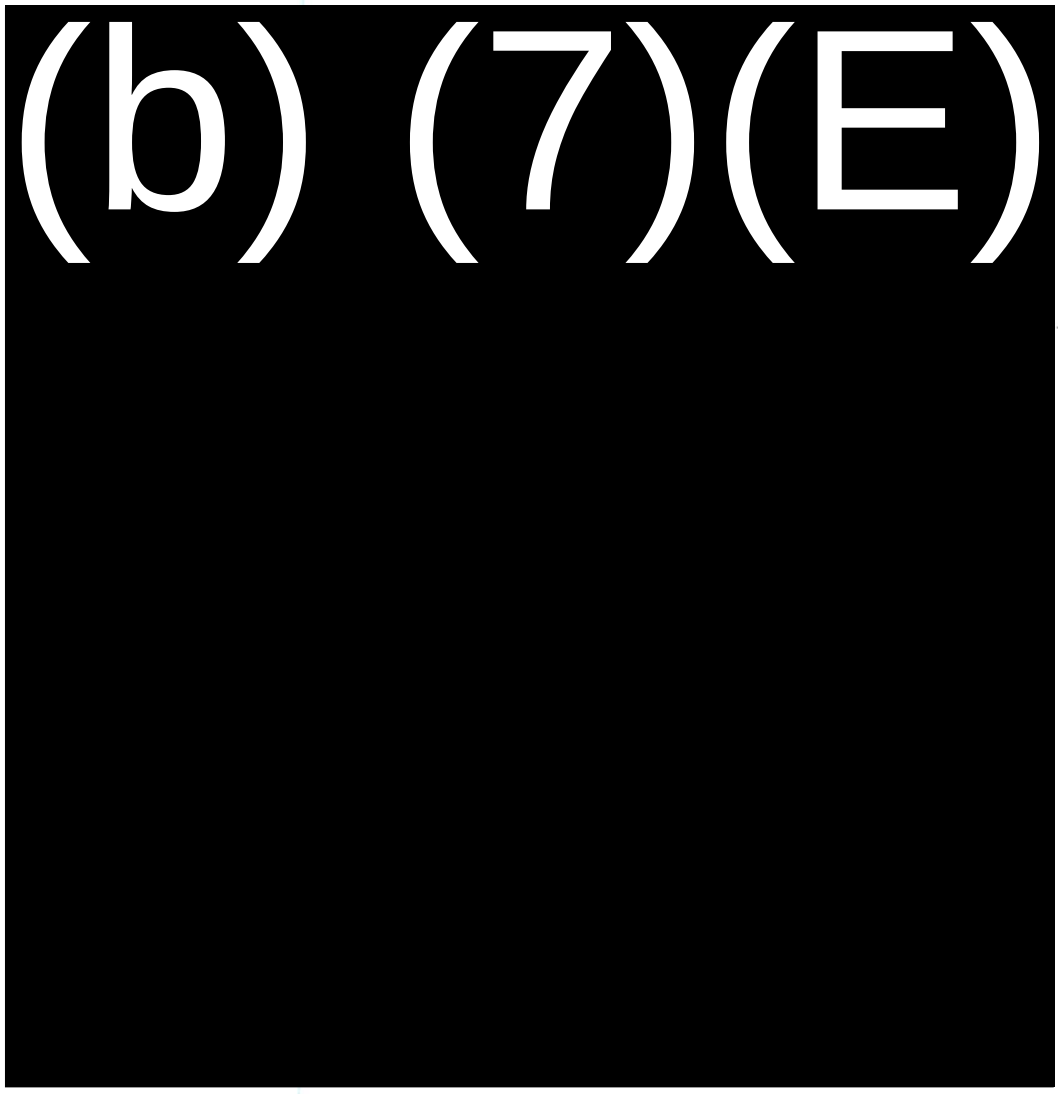

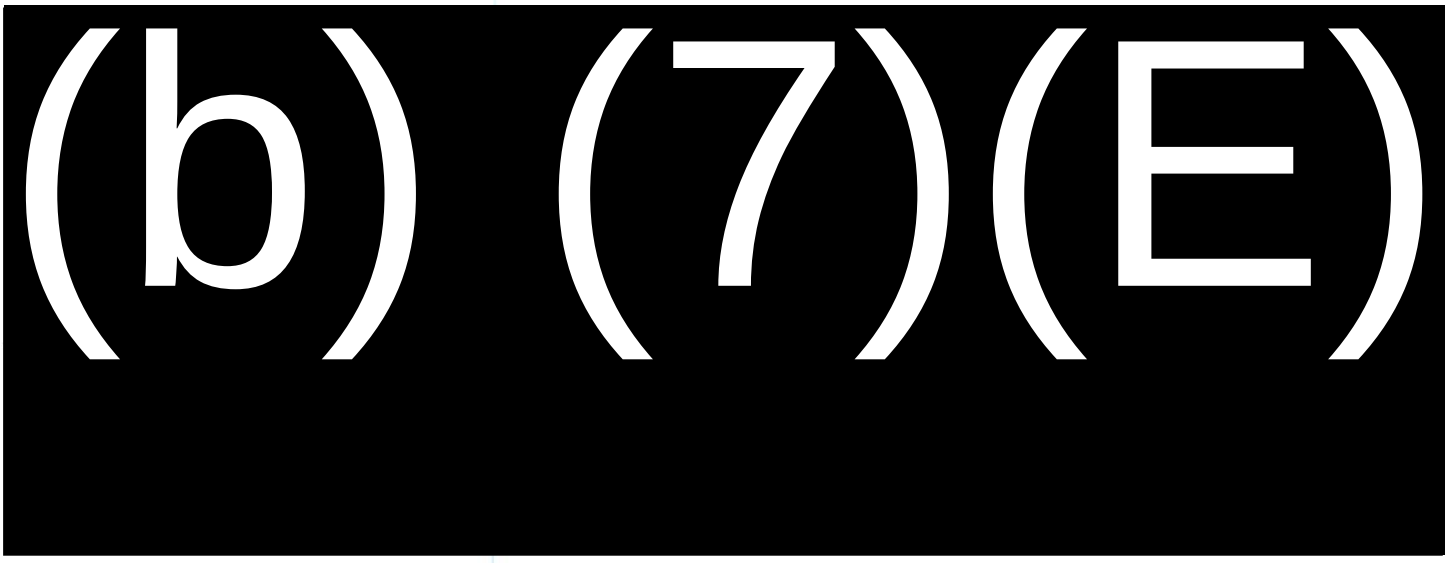

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(b) (7)(E)

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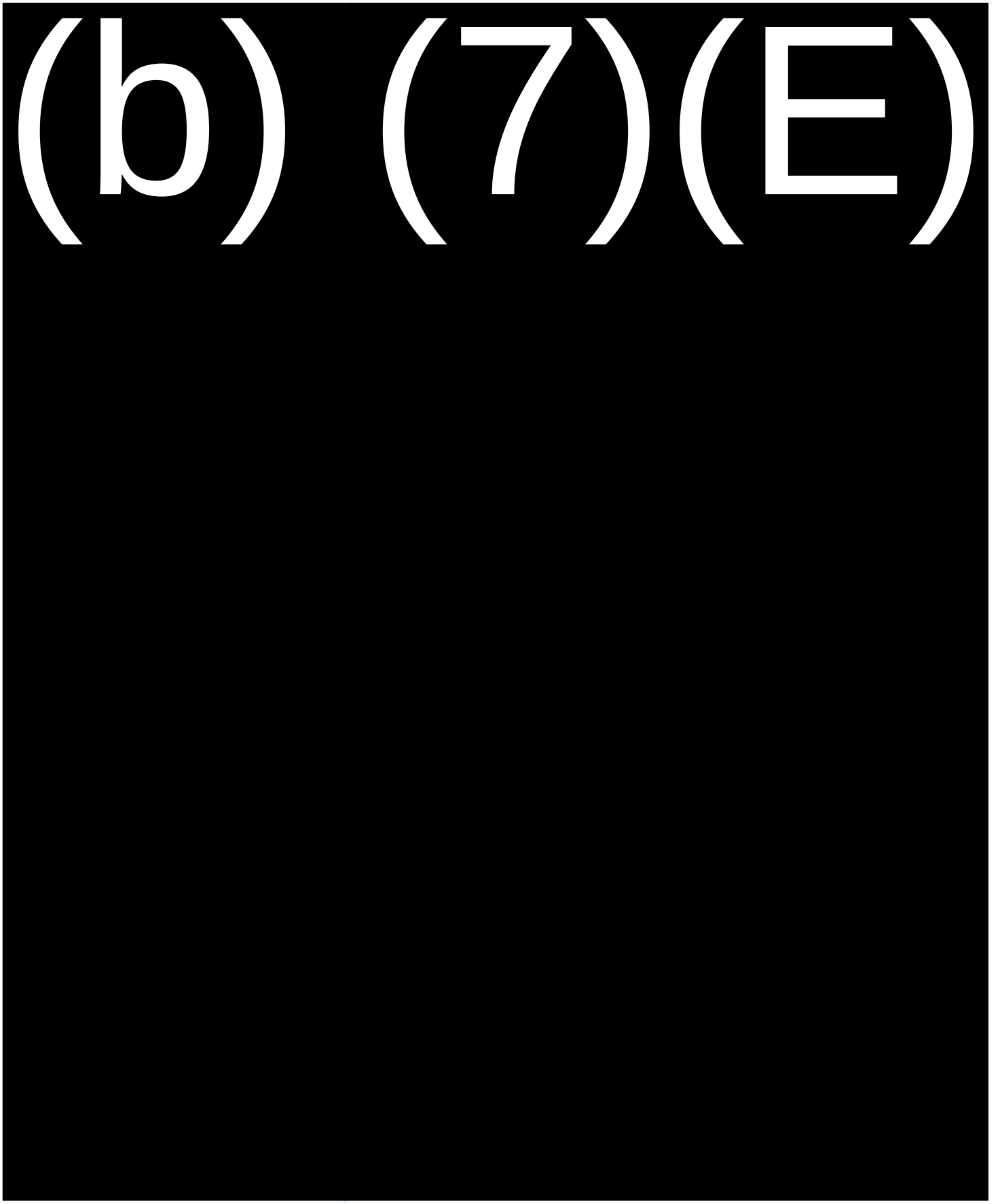

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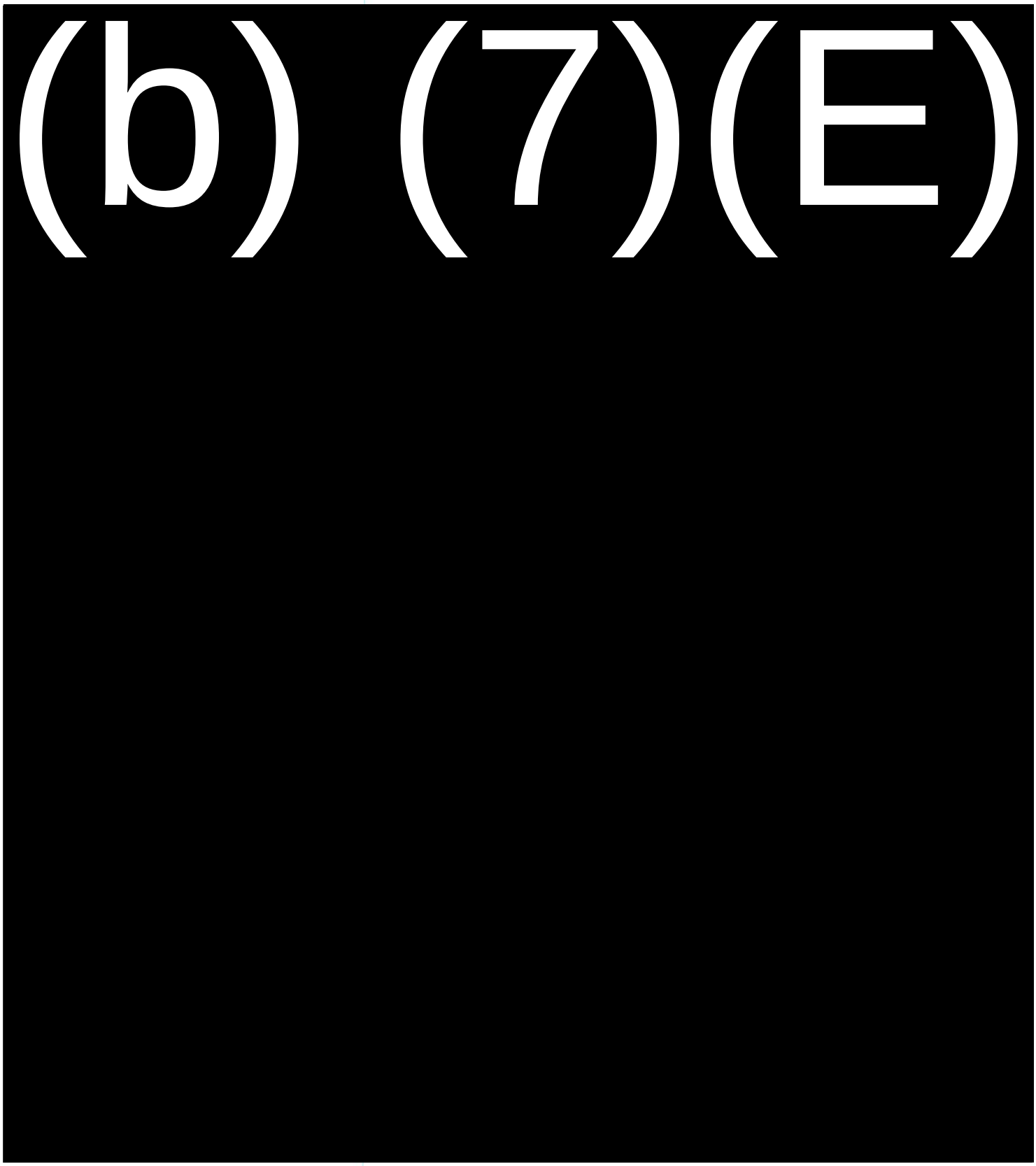

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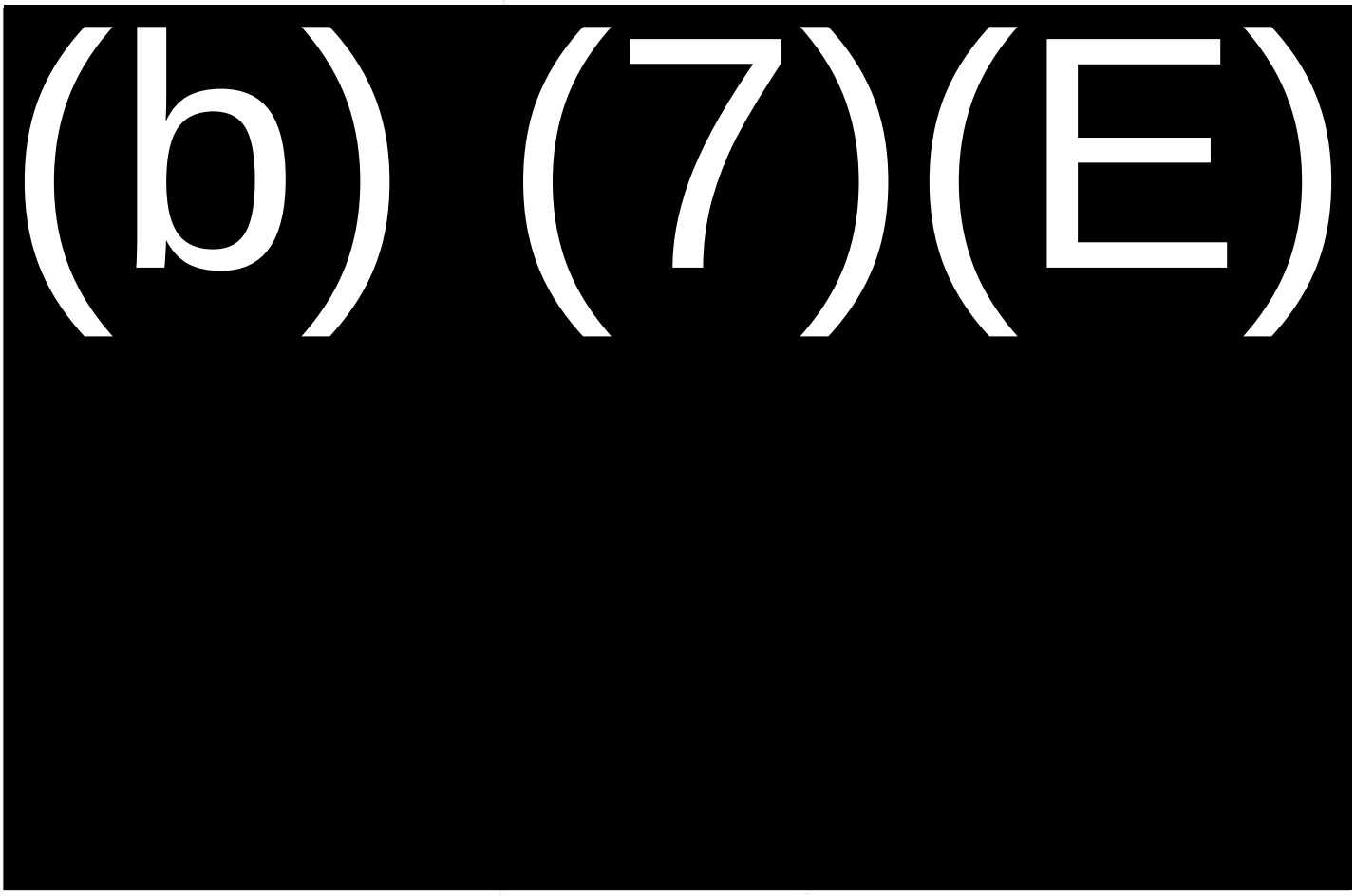

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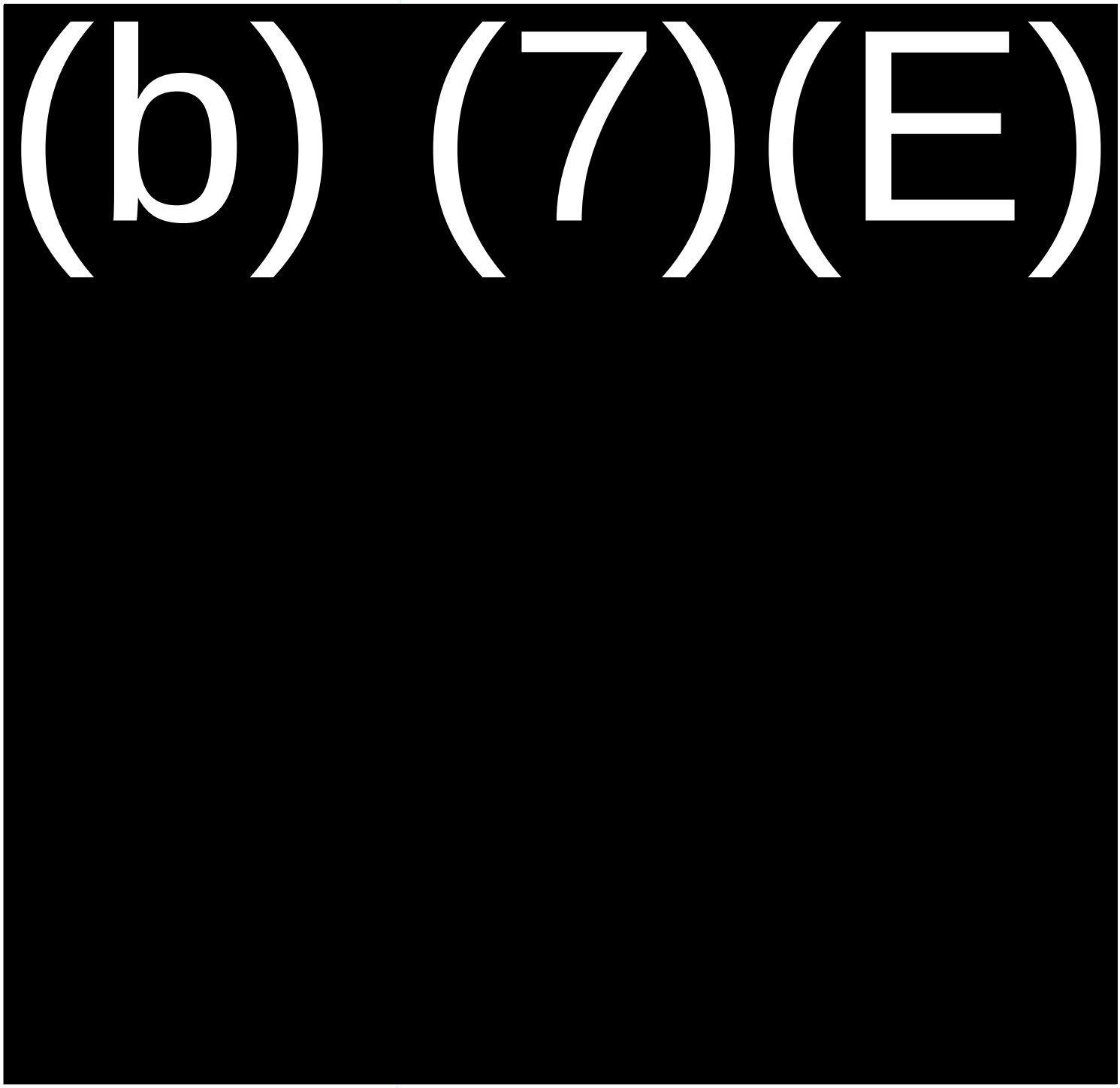

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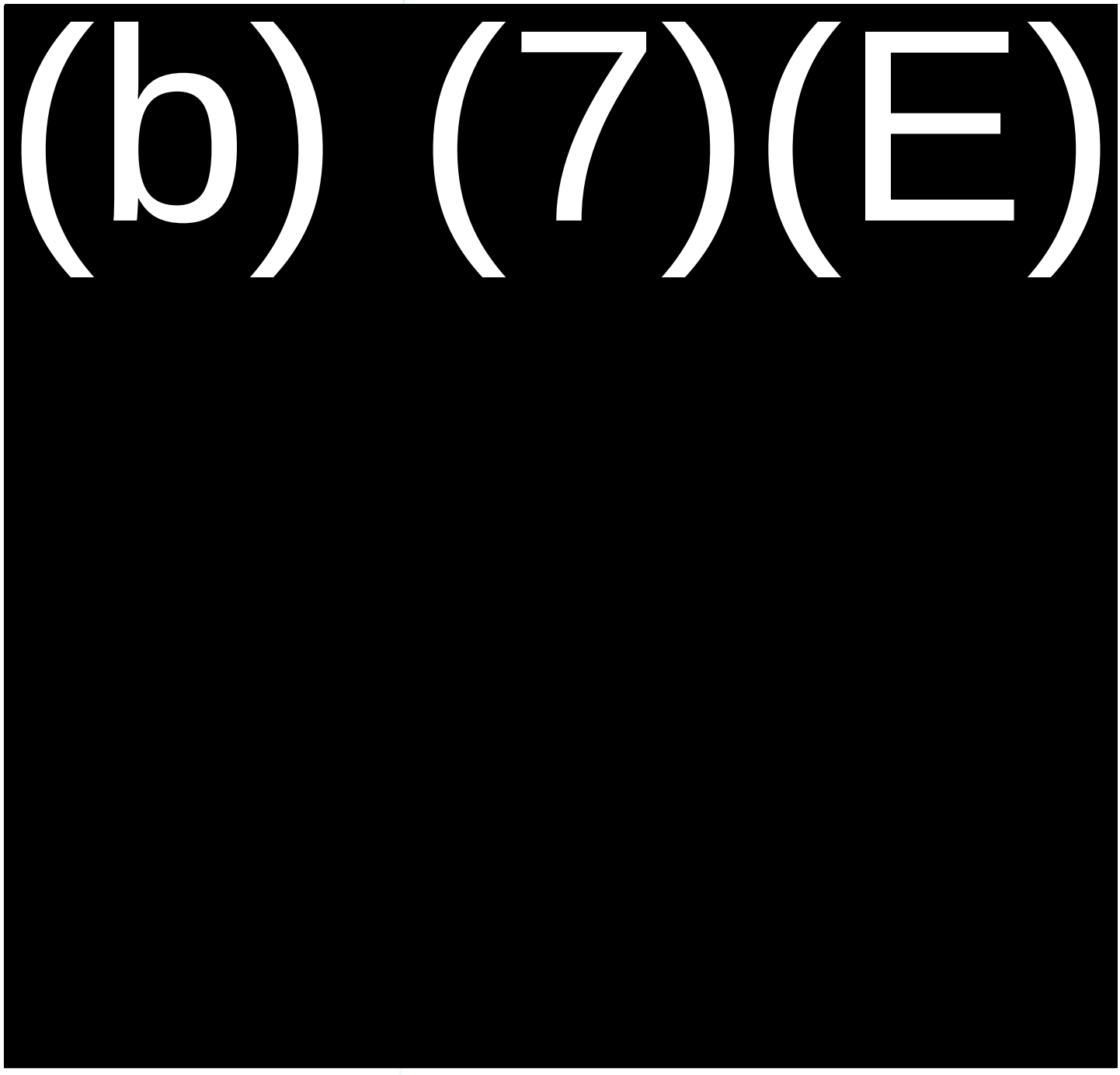

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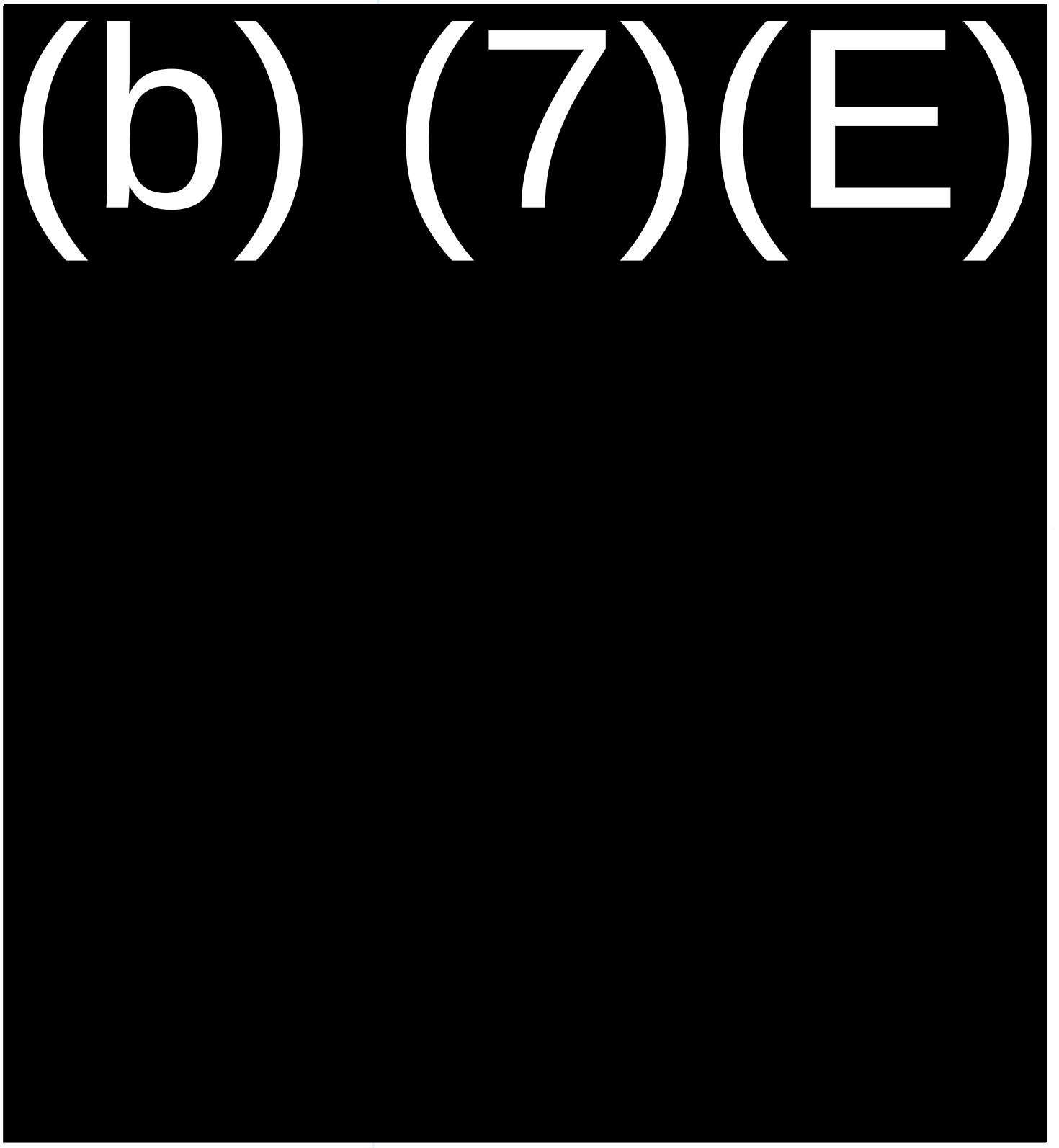

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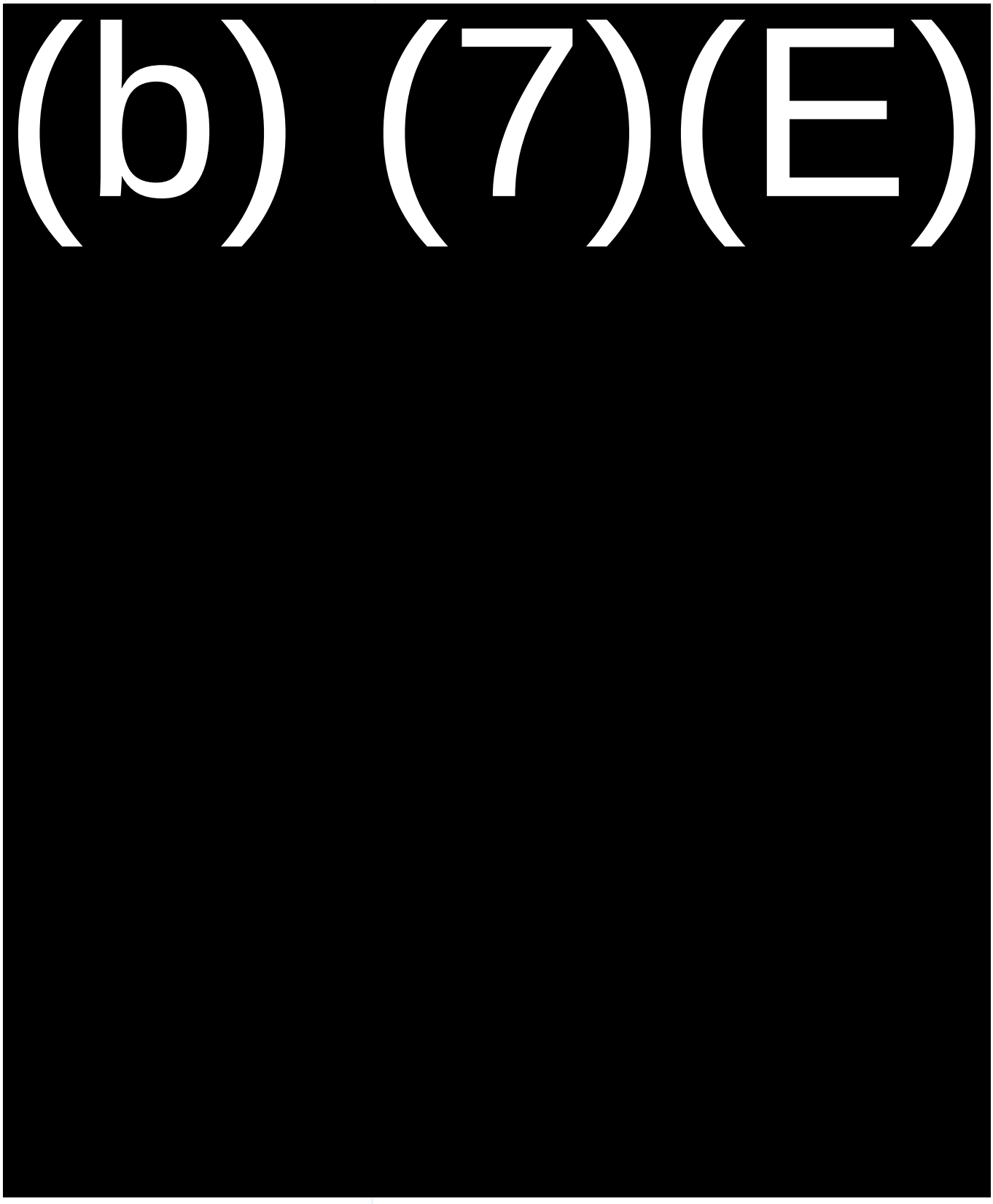
2.4 Printing and PDF Output

The USBP Webtool offers the option to create a printer-friendly version or a PDF version from every page. Menus and content are arranged in a book-like manner. The content of each main tab (top) can be exported in part or completely, depending on the selection in the left panel menu. To generate a single listing of the content, as shown in Figure 15, follow these steps:

1. Select the main tab of interest, in this example we selected the "CGAP" tab.
2. Select the level of interest from the left menu (e.g., to get all content for the tab, select the top item in the left menu. To select only a subset, click on the item of interest from the left menu.)
3. Scroll to the bottom of the page, and look for the "Printer-friendly version" link in small, green print just below the cut line at the bottom of the content text. (Note, some pages, have this option at the top of the page under the title.) Click on this to generate a single listing of the item of interest with all subordinate items. You can print to PDF, or simply print the content to a printer. Alternatively, you could cut and past the information into MS Word or a similar application.

Formatting may not appear the same as it does in the web pages.

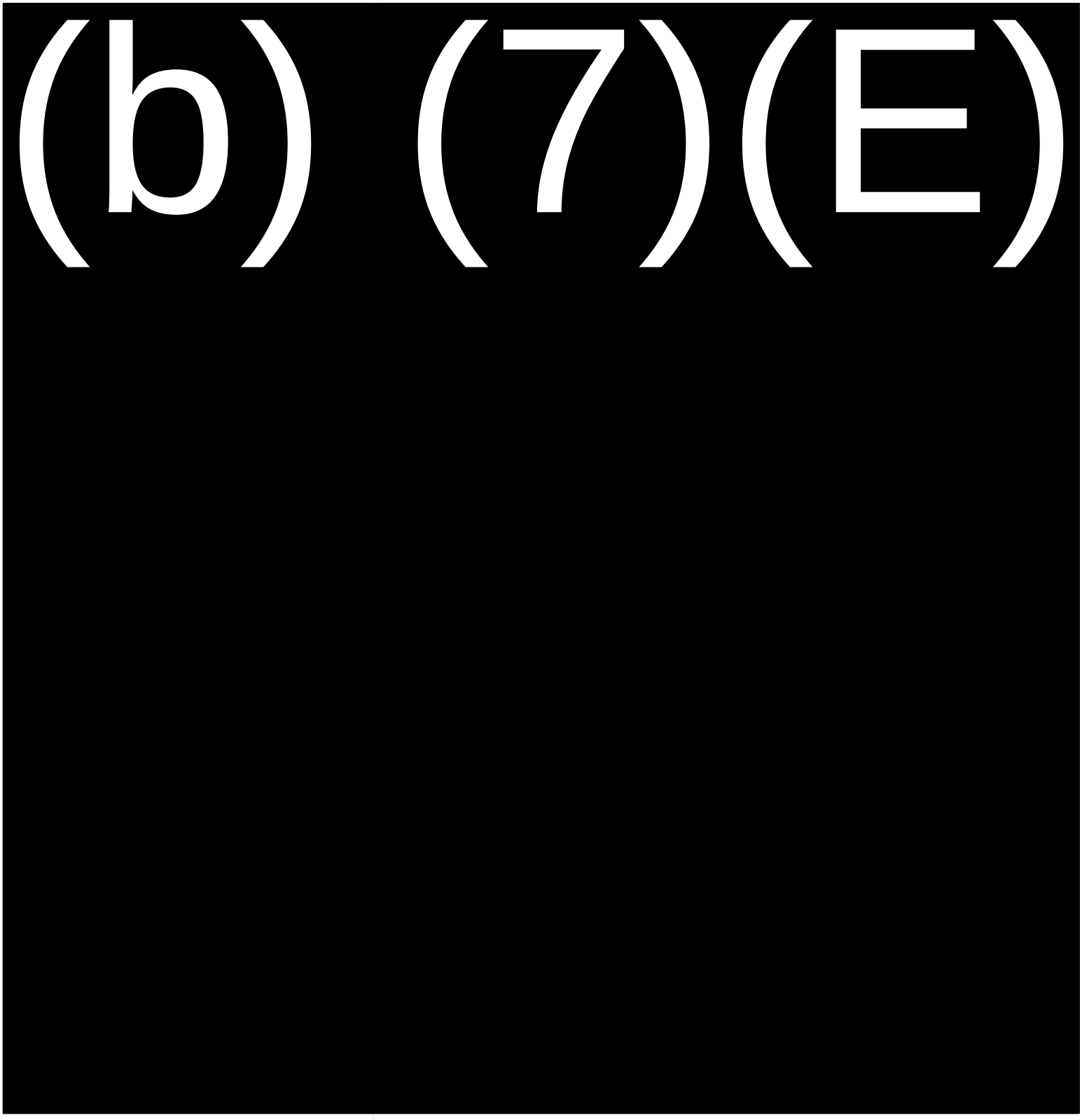
BW FOIA CBP 003319



BW FOIA CBP 003320

(b) (7)(E)

BW FOIA CBP 003321



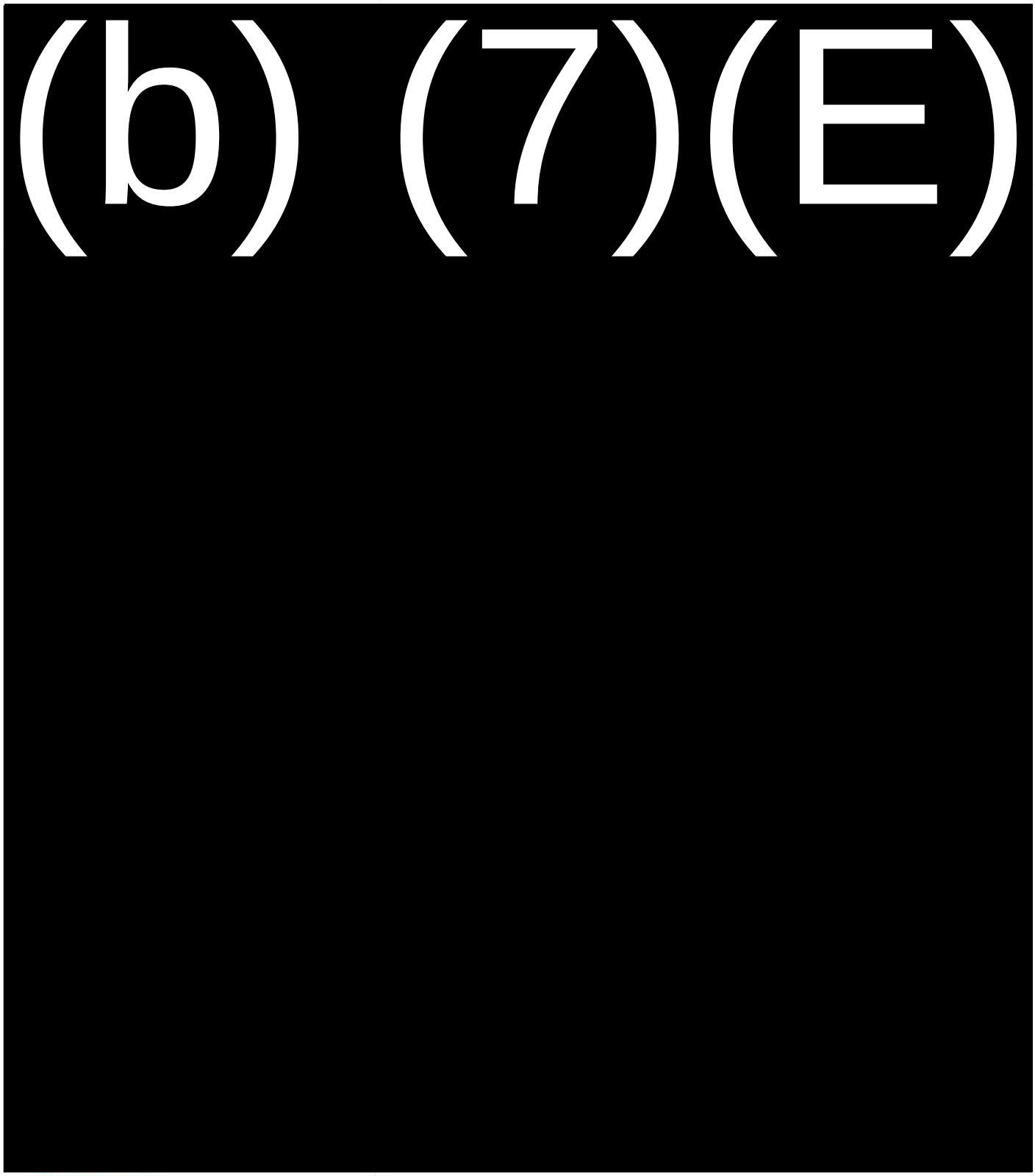
BW FOIA CBP 003322

3.2 Edit Tab

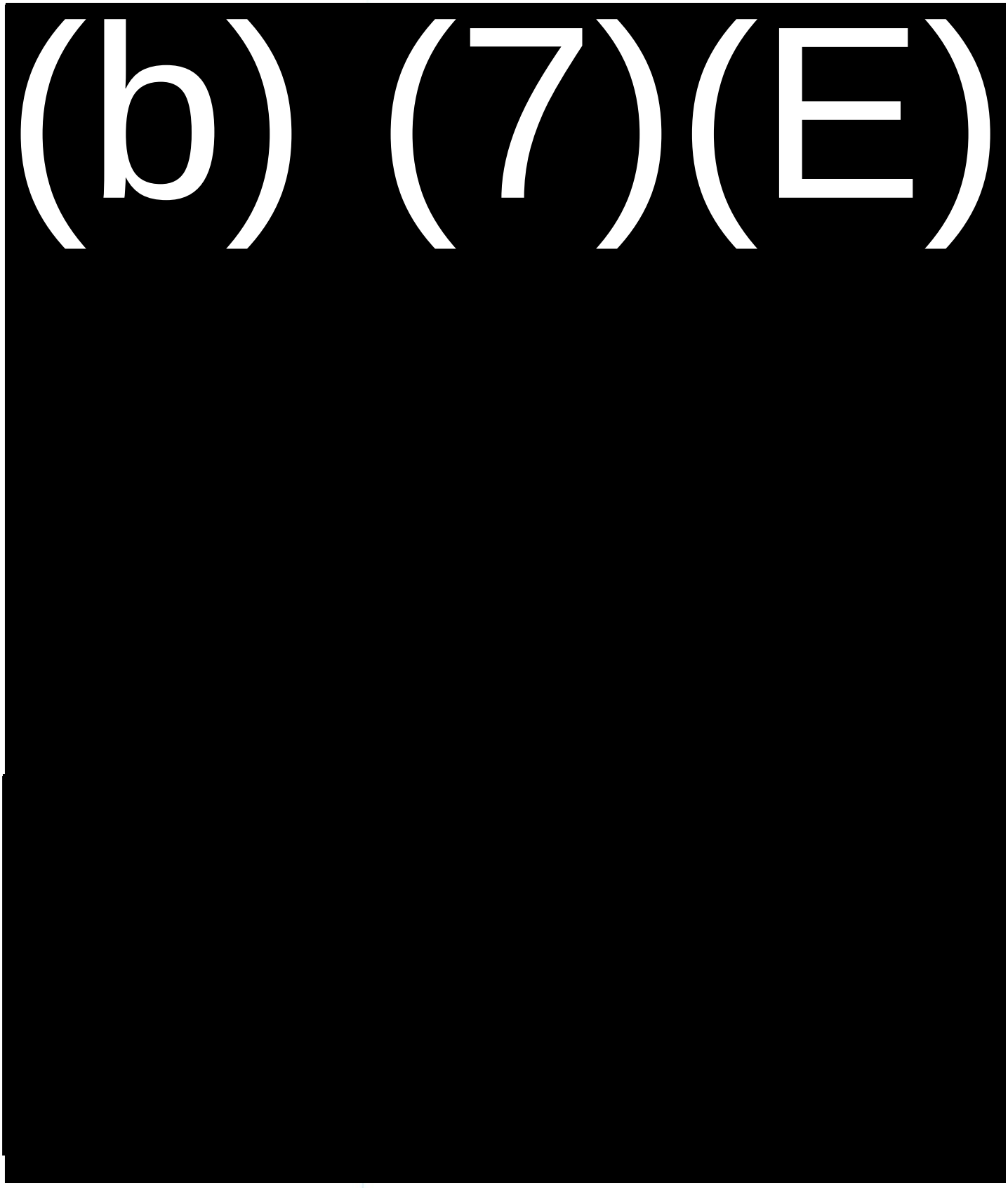
Edit tab will appear if you have editing privileges for the current page (see Figure 18). The Edit page functionality allows you to:

- Change the page title and the text that appears at the top of the View page
- Upload files to the page. To upload files for supporting documentation, click on the **Browse** button and navigate to a file on or accessible from your computer. Files must be less than **40 MB**. Allowed file types: **txt jpg png pdf ppt pptx xlsx xls doc docx**. (repeat for any number of files with content types listed)
- Designate where the page will appear on the navigation menu (in the book outline section at the bottom right)
- Save or preview changes (bottom left of the page)

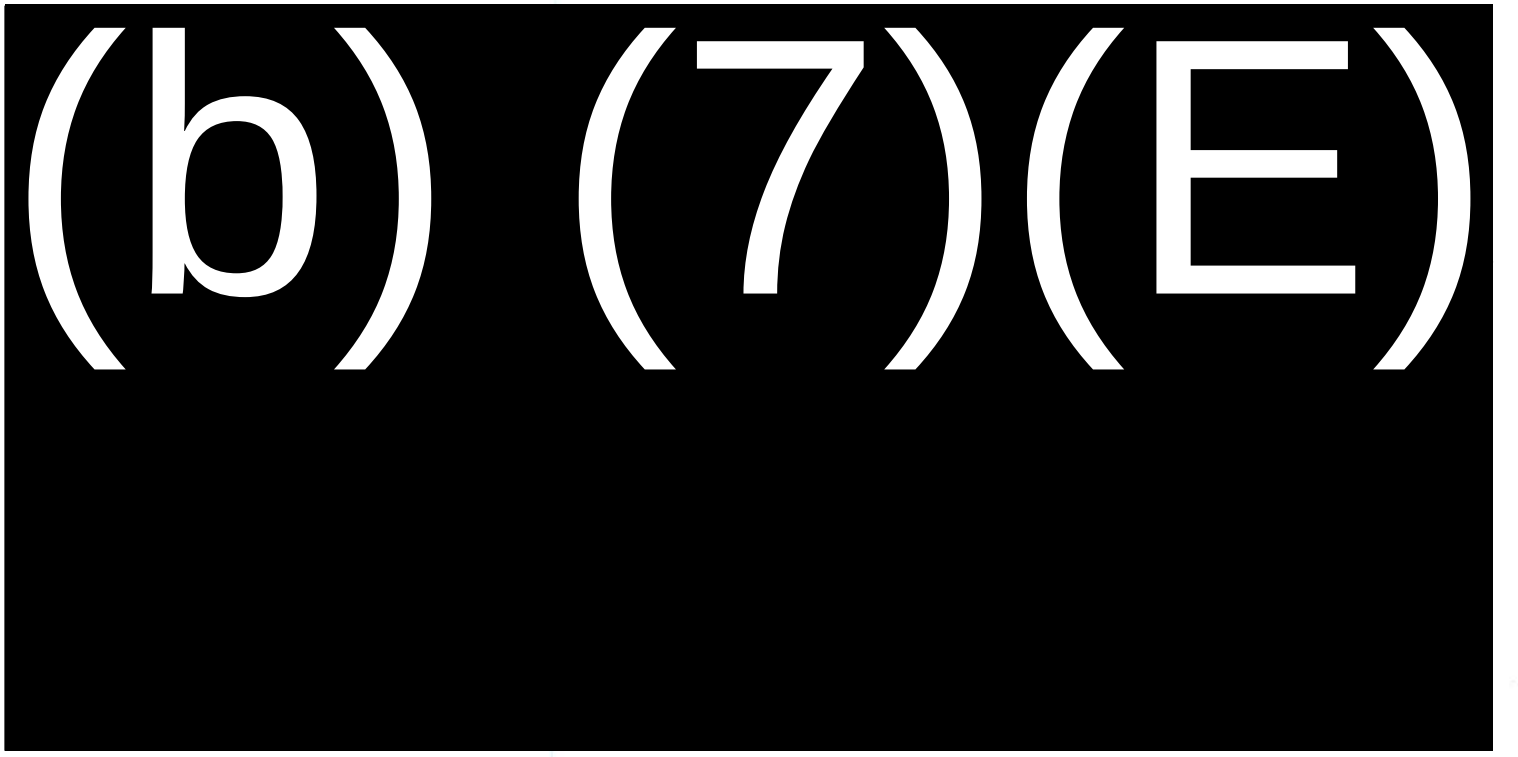
BW FOIA CBP 003323



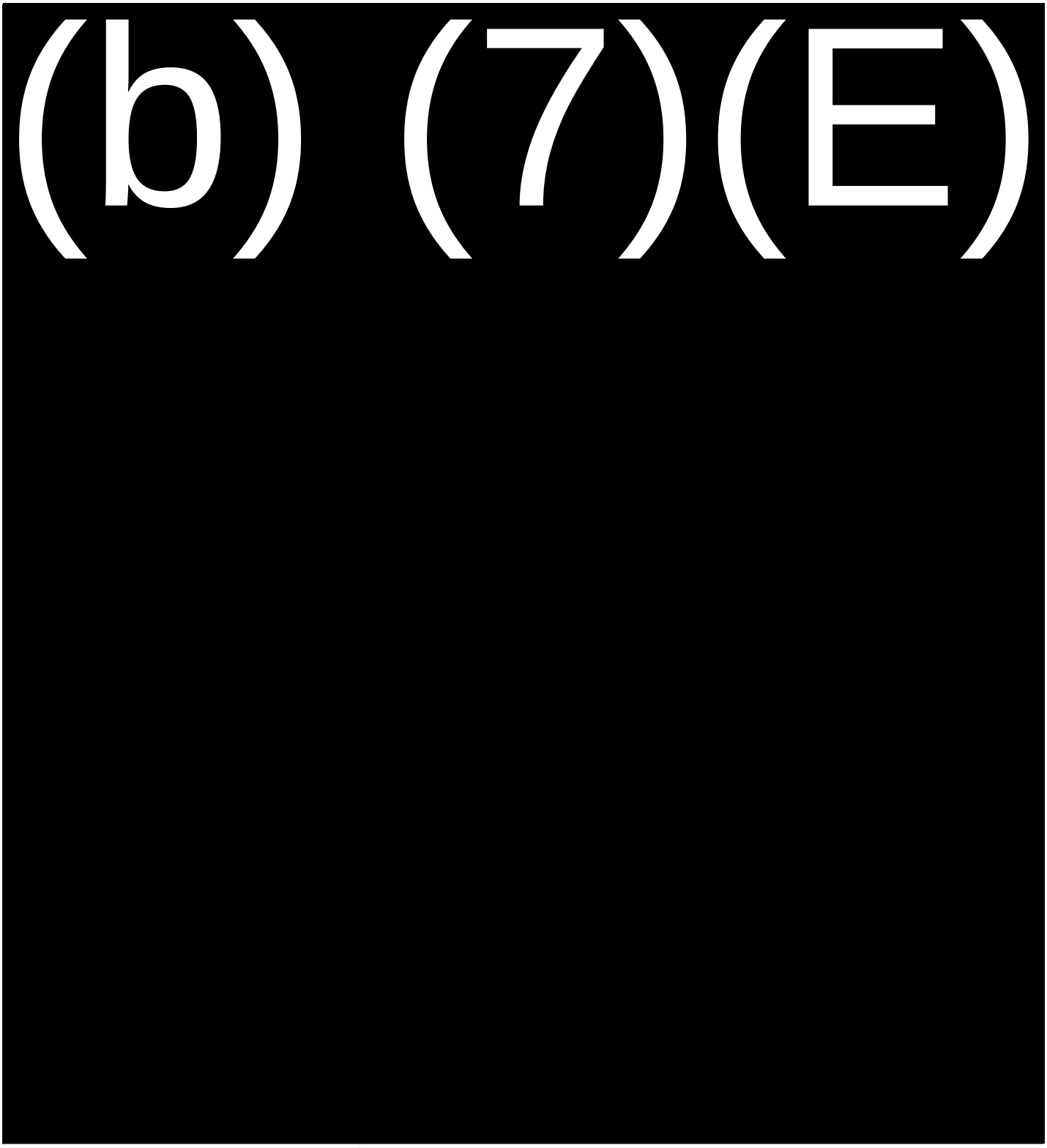
BW FOIA CBP 003324



BW FOIA CBP 003325



BW FOIA CBP 003326



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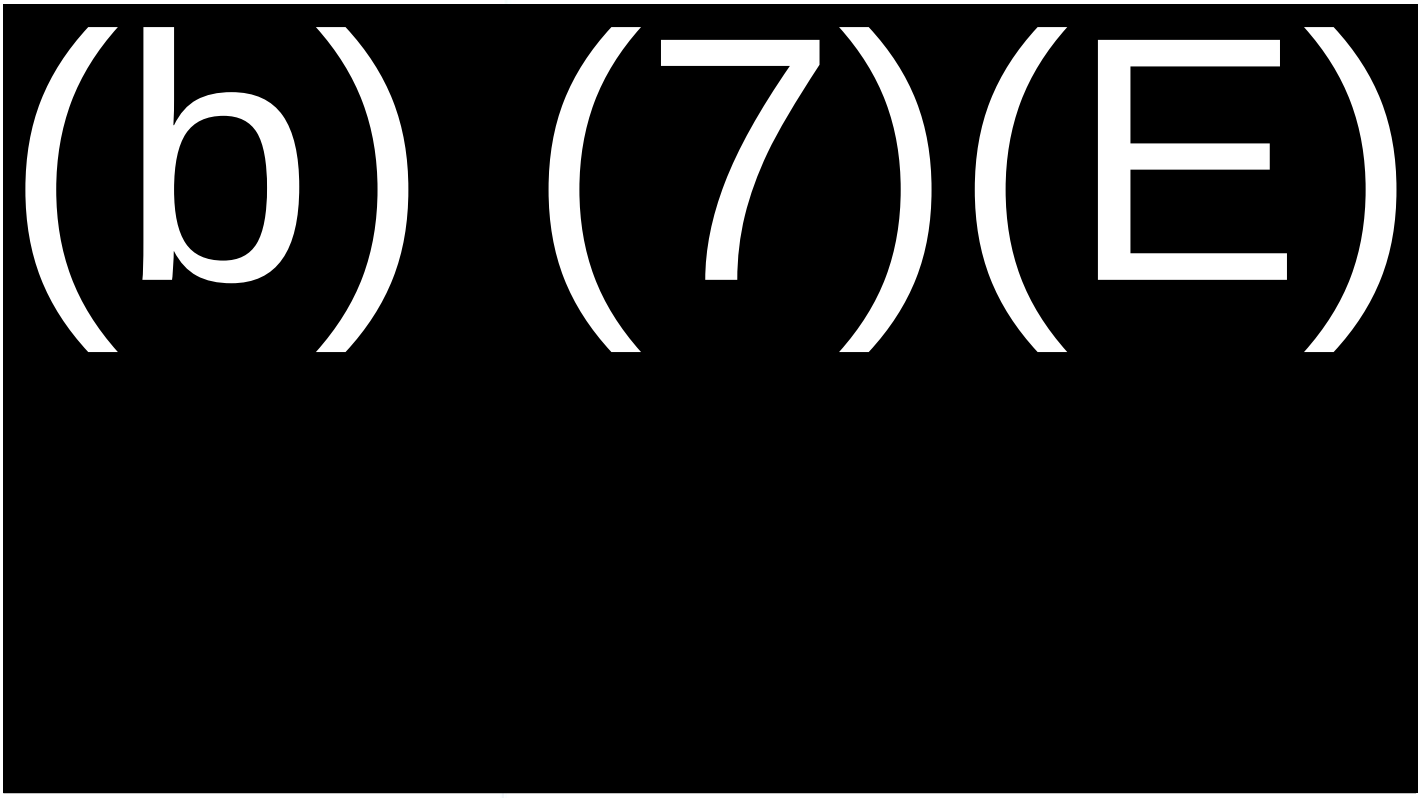


BW FOIA CBP 003328

4. Where To Begin

(b) (7)(E)

(b) (7)(E)

- [redacted]
- [redacted]
- [redacted]).

(b) (7)(E)

- [redacted]
- [redacted]
- [redacted]).

(b) (7)(E)

- [redacted]
- [redacted]
- [redacted]).

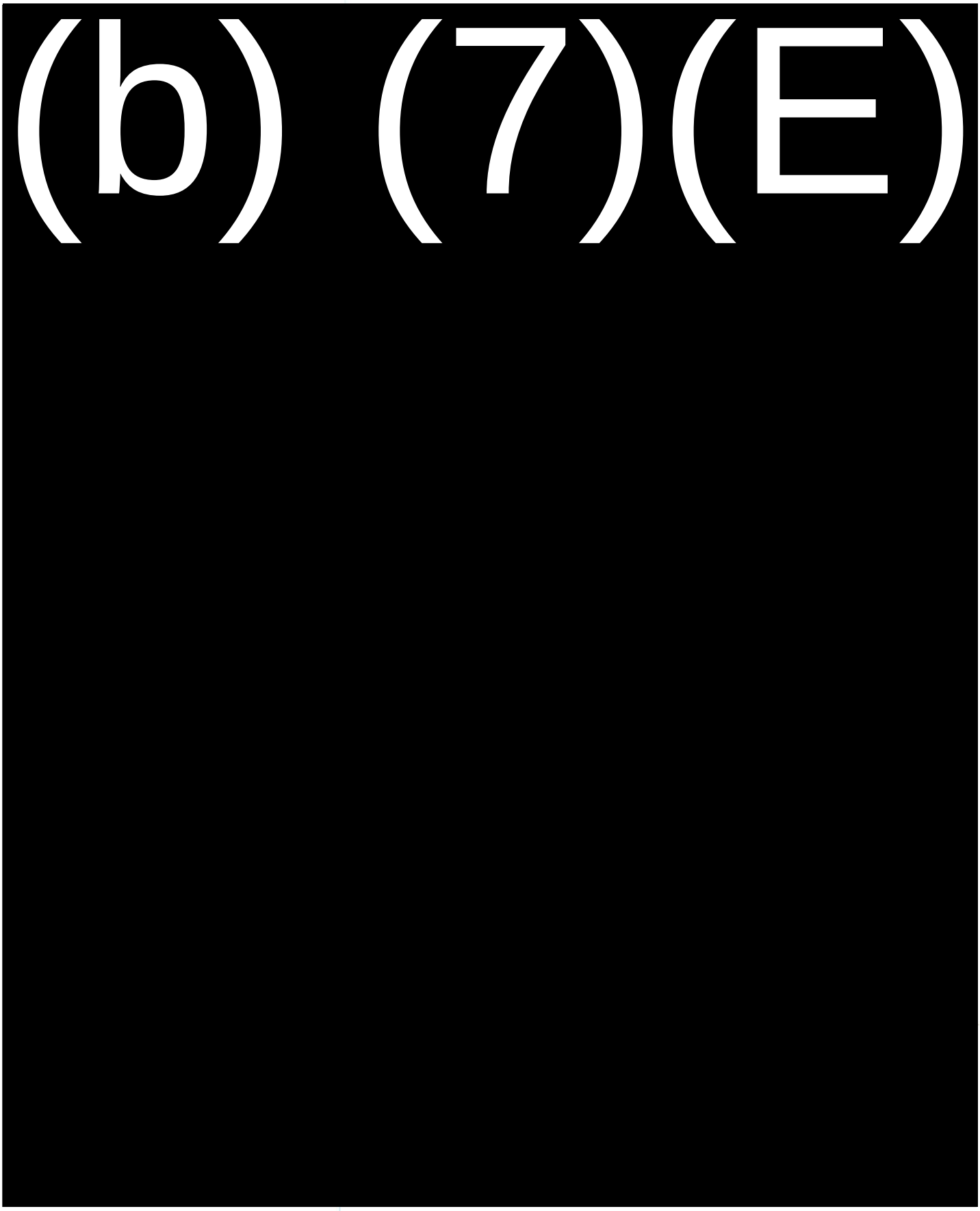
Figure 24: (b) (7)(E)

[redacted], as shown in Figure 25.

(b) (7)(E)

Figure 25: (b) (7)(E)

BW FOIA CBP 003329



BW FOIA CBP 003330